

NRL PERSONNEL MANAGEMENT DEMONSTRATION PROJECT

Presentation to
**Office of Personnel Management
Workforce Effectiveness Staff**

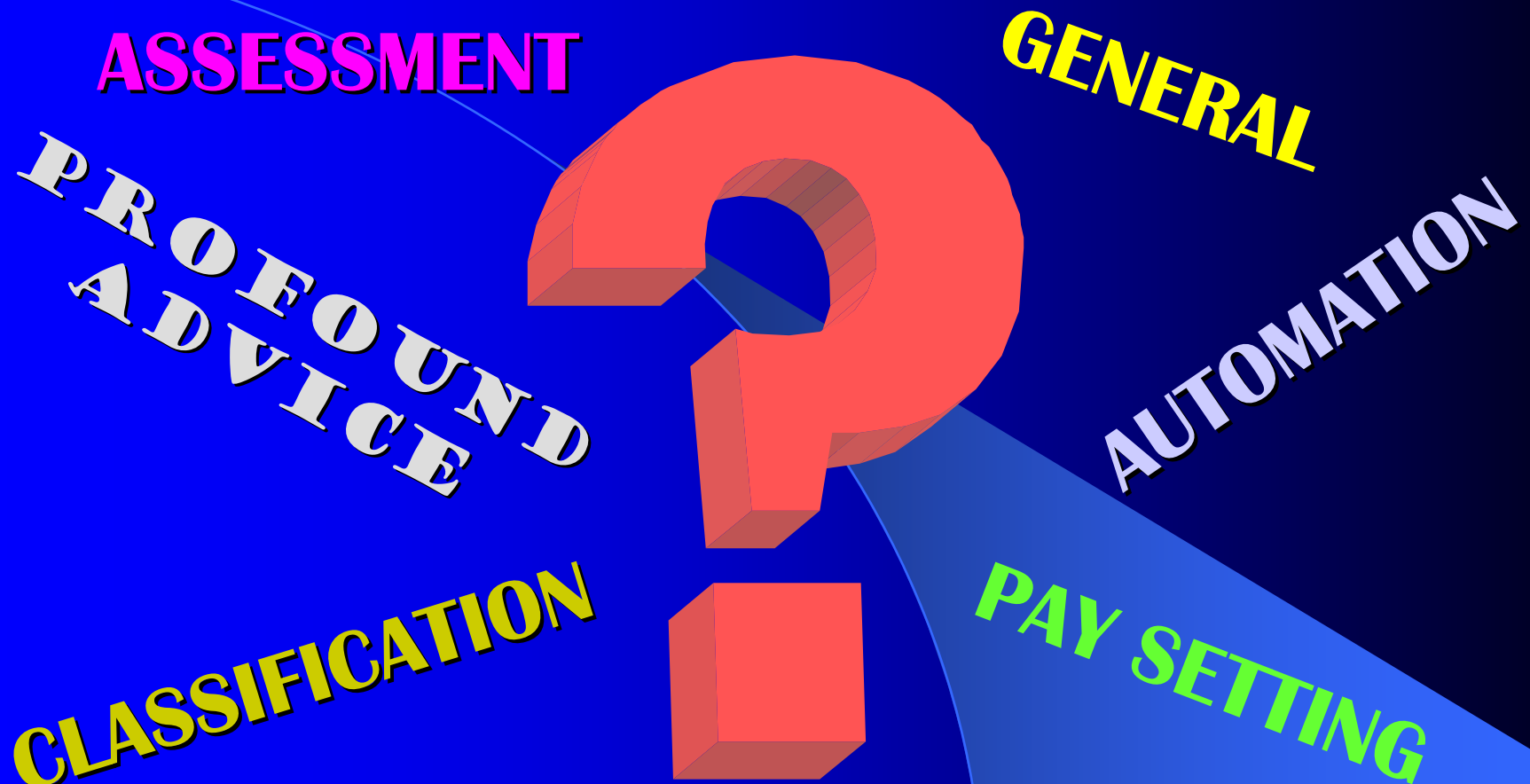
The NRL Demo and Lessons Learned

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What are the Lessons Learned





Profound Advice

- Demo is not a perfect solution. It does not correct all issues and, in some instances, creates new ones.
- Keep employees involved and informed starting with the initial stages of Demo to foster early employee ownership.
- Listen and consider all comments.
- The ***"DEVIL'S IN THE DETAILS."***
- Clean your house first. Demo is not a cure for internal, self-inflicted ills.



More Profound Advice

- **No pride of authorship.**
- **Automation up and running before you start Demo.**
- **Constant monitoring of processes, particularly automation support outside your organization.**
- **Need a dedicated staff.**
- **Demo requires more funds than those initially budgeted.**



Classification

- **Design a user-friendly automated system before start-up.**
- **Have a dedicated team to rewrite all position descriptions to new format.**
- **Train managers on classification principles and position management.**
 - ✓ **Overview on global philosophy/policies.**
 - ✓ **One-on-one training as cases are submitted.**



Pay Setting

- **Establish policy and procedures in advance of start-up.**
 - ✓ Allow ample time to apply pay setting rules to a variety of situations to uncover anomalies.
 - ✓ Determine process to match to market survey.
 - ✓ Establish pay setting for students.
- **Educate managers, administrative officers, and HR specialists before start-up on global philosophies and policies.**
- **Begin using pay setting policies together with traditional system at least 6 months in advance.**
- **Establish parameters, but maintain flexibility.**



Assessment

- **Train managers to use probationary period effectively.**
- **Integrating performance, level of work, and mission contribution provides more meaningful basis for determining salary than if they are separate processes.**
- **Automated tools are critical to support and streamline assessment process.**
- **Overcompensation sends message contributing to improvement or departure. Part 432 is a tool to correct most serious performance situations.**



Assessment (cont'd)

- **Pay pool panel process provides:**
 - ✓ **For communication and education**
 - ✓ **Improved consistence across pay pool**
 - ✓ **Support for individual supervisors' decisions**
 - ✓ **Enhanced understanding of broader organizational activities**
- **Providing flexibility to managers to tailor assessment process to organization enhances their ownership of system.**
- **Grievance review by pay pool panel and managers reduces elevating to next high level.**



Automation

- Design and development team needs to have same goals and priorities.
- Address security issues early in design phase.
- Documentation needs to be clear and concise.
- **TEST, TEST, TEST, AND TEST AGAIN.**
- System needs to be user friendly.
- Provide flexibility.
- Have system operational at start-up.
- **TRAIN, TRAIN, TRAIN.**



What Else is Needed?

- **Reduction in Recruitment Time**
 - Web-based Automated Systems
 - Direct Appointment Authority
- **Supervisory Differential**
- **Continued Education**
 - New Employees
 - Communication Techniques
 - Demo Refresher
 - Pay Setting Options
- **Waiver of 1-year Specialized Experience at Next Lower Level**
- **Modification to DCA and S&E Professional Band V Pay Caps**



Feedback

- **Increase from 36.27% (1996) to 47.99% (2001) survey responses in favor of the Demo.**
 - After 2 years of full operation
 - China Lake reached 47% after 5 years
- **“It offers new flexibilities and on balance we like it.”**
 - Pay Pool Managers’ Evaluation Meeting, 4 June 2001, Code 5000 Review